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COMPREHENSIVE COMMUNITY PLANNING LESSONS LEARNED & NETWORKING WORKSHOP

Hosted by:
Okanagan Indian Band
Vernon, BC
April 7-8, 2005

COMPREHENSIVE COMMUNITY PLANNING
LESSONS LEARNED & NETWORKING WORKSHOP
APRIL 7-8, 2005
VERNON, BC

WORKSHOP REPORT

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EXECUTIVE SUMMARY

PURPOSE OF THE REPORT

This report is an initial review of the experiences of five BC First Nations communities that are participating in a pilot project to develop comprehensive community plans. The report reflects information shared and lessons learned by both First Nations and Indian and Northern Affairs Canada (INAC) participants at the Comprehensive Community Planning Lessons Learned and Networking Workshop on April 7-8, 2005 in Vernon, BC. The report is a useful resource guide for participants as well as other First Nations who are interested in comprehensive community planning.

BACKGROUND

First Nations in BC and across the country have indicated to INAC that planning is a priority for the sustainable development of their communities. Comprehensive community planning allows a community to plan for all elements of its community in an integrated way, including: governance, culture, health, land use, environment, economic and social development and physical infrastructure.

INAC has committed to developing a national Comprehensive Community Planning (CCP) strategy by 2006. Since 2003, BC Region has incorporated community planning into the long-term BC Region Strategic Plan as a key commitment for the region. BC Region is also contributing to the development of the national CCP strategy through the implementation and testing of the BC Region comprehensive community planning pilot project.

In 2004, five First Nations partnered with INAC to participate in the pilot project to develop comprehensive community plans using a learning-by-doing approach. The five participating First Nations are: Okanagan, Lytton, Squiala, We Wai Kai (Cape Mudge) and Yekooche. The guiding principle of the BC Region approach is *community-based, community-driven*.

Six months after embarking on their planning activities, Okanagan Indian Band hosted a Lessons Learned and Networking Workshop on April 7-8, 2005 in Vernon, BC. Over 55 participants from the five First Nation communities, INAC staff and representatives from planning organizations attended the event to complete a mid-year progress review and to summarize lessons learned and best practices for comprehensive community planning.

FIRST NATIONS PROGRESS REPORTS

Each of the five communities made a presentation on their community planning approach at the workshop in April. The presentations included an overview of their community, how they got involved in community planning and what approach they used. The presenters described their

achievements to date and the successes and challenges involved in community planning. Six months into the pilot project, community planning activities are well underway, with progress ranging from 20% to 90% complete. First Nations concluded their presentations with a description of next steps, including steps necessary to resource and implement the community plan.

LESSONS LEARNED AND BEST PRACTICES

Participants at the workshop identified over 100 examples of lessons learned and best practices for conducting comprehensive community planning, which are summarized into six key themes:

Theme 1: Community-based and Community-driven
Engage and communicate with all members of the community to encourage community ownership and to ensure all aspects of the planning process are community-based and community-driven.

Theme 2: The Planning Team and Process
Build a strong planning team and design a planning approach that is inclusive, respectful of tradition, flexible and includes contingencies for challenges and delays.

Theme 3: Financial Resources
Have access to long-term funding resources to develop and, more importantly, to implement comprehensive community plans.

Theme 4: Capacity Building, Planning Tools and Resources
Build local capacity rather than rely on external consultants. Communities require training and tools for planning approaches, research, proposal writing and technology.

Theme 5: First Nations and INAC relationship
Foster a partnership approach between First Nations and INAC in the development and implementation of CCP by building strong relationships, promoting open communication and balancing needs/priorities. The success of community planning is a shared responsibility.

Theme 6: Linkages, Networking and Sharing Best Practices
Create opportunities to network and share lessons learned and best practices with other First Nations communities, planning organisations, INAC and other government departments to strengthen community planning throughout BC Region.

Each theme is elaborated on within the report and reflects the diverse needs and experiences of the participating First Nations communities.

NEXT STEPS

The five First Nations are progressing at different stages in the development of their community plans. Work will continue until roughly November 2005, which will be followed by a final evaluation workshop. An important next step will be to identify resources and begin implementation of the comprehensive community plans.

INAC BC Region will continue to support the pilot projects with planning tools and resources by holding community planning "how to" workshops and creating networking opportunities. A task group formed at the workshop, with representatives from each First Nation, will develop the business rules for using the Community Planning on-line collaboration site. The experiences of the five First Nations pilot projects will be used to develop an approach to support comprehensive community planning in BC Region and also inform the development of the national CCP strategy.

CONCLUSION

The five First Nations that are participating in the pilot projects are developing comprehensive community plans for the long-term benefit of their communities. First Nations and INAC are committed to working together to ensure the success of the pilot projects and the overall success of First Nations comprehensive community planning in the BC Region.

SECTION 1 - INTRODUCTION

PURPOSE OF THE REPORT

This report is an initial review of the experiences of five BC First Nations that are participating in a pilot project to develop comprehensive community plans. The report reflects information shared and lessons learned by both First Nations and INAC participants at the first Comprehensive Community Planning Lessons Learned and Networking Workshop, hosted by the Okanagan First Nation on April 7-8, 2005 in Vernon, BC.

The report provides background on Comprehensive Community Planning (CCP) in BC Region and the partnership with the five participating First Nations. It includes a description of each community, the approach they used to develop their community plans and their progress to date, based on community presentations and progress reports. The report also contains a summary of the proceedings and description of planning organizations that participated in the workshop's Café Style open house. Most importantly, the report presents best practices and lessons learned in First Nation comprehensive community planning thus far.

The report also serves as a summary of the workshop and as a planning resource for participants and other First Nations interested in developing comprehensive community plans. The lessons learned in the report will contribute to the development of INAC regional and national Comprehensive Community Planning strategies.

BACKGROUND: COMPREHENSIVE COMMUNITY PLANNING

First Nations in BC and across the country have indicated to INAC that planning is a priority for their communities. At the Joint Planning and Policy Development Forums in 1999, 2002 and 2005 and during the development of the INAC Sustainable Development Strategy (2003), First Nations emphasized the need for community plans that incorporate a broad spectrum of social, economic, environment and physical needs of First Nations communities. First Nations want to set their community development priorities and a common vision. First Nations want to develop their own strategic, long-term community development plans.

For First Nations, the goal of a sustainable community has to encompass a spectrum of community elements such as: governance, culture, health, land use planning, environment, economic and social development, physical infrastructure and others identified by the communities.

First Nations Comprehensive Community Planning Pilot Projects

Although many First Nations have informal planning systems in place for their communities, there is a gap in federal support for comprehensive community planning. CCP allows a community to plan for all elements of its community in an integrated way. This is why BC Region is working with First Nations to develop an approach to support comprehensive community planning in BC.

Led by the INAC BC Region Associate Regional Director General, a cross-directorate working group was struck in 2003 to begin developing a coordinated approach to comprehensive community planning and contributing to the development of the national CCP strategy. The working group considered various community planning models and approaches, as well as recommendations from First Nations at the *Community Planning Focus Group* (March 2004) and decided to pilot community planning in the BC Region using a 'learning by doing' approach

In 2004, five First Nations partnered with INAC to participate in pilot projects to develop comprehensive community plans: Okanagan, Lytton, Squiala, We Wai Kai (Cape Mudge) and Yekooche. The communities were selected to represent a spectrum of First Nations in BC, in terms of geography, size, treaty First Nations and planning processes. The BC Region approach uses *community-based, community-driven* as a guiding principle and focuses on integration, flexibility, community engagement, capacity building, planning tools and resources, partnerships and sharing best practices.

In September 2004, the five First Nations were brought together for a one-day workshop at INAC. The communities met with respective INAC project leaders and project teams (created to support community planning) to discuss the project requirements and available planning tools and resources. First Nations and INAC agreed to meet again in six months to measure progress, share best practices and evaluate the lessons learned in the pilot projects. The five First Nations returned to their communities to begin their community planning activities.

Comprehensive Community Planning Lessons Learned and Networking Workshop

A Lessons Learned and Networking Workshop was held on April 7-8, 2005 in Vernon, BC and was hosted by the Okanagan Indian Band and facilitated by Chief Nathan Matthew of the North Thompson Indian Band. Over 55 participants from the five participating First Nations, INAC program staff and representatives from planning organizations attended the event to complete a mid-year progress review and summarize lessons learned to date (see Appendix 1 for participants list and contact information).

The purpose of the workshop was:

- To bring First Nations and INAC together to jointly evaluate progress to date of the comprehensive community planning pilot projects and develop lessons learned both within First Nations communities and within INAC; and
- To foster networking and sharing of best practices between First Nations and planning resources, including the set up of the on-line communication tool, the Comprehensive Community Planning collaboration web site.

On Day One of the workshop, the Okanagan First Nation welcomed the participants to their traditional territory with a prayer from Elder Pauline Archachan and opening speech from Chief Fabian Alexis. After participant introductions and a review of the agenda, Chief Matthew set the context of the workshop by reviewing all the elements of a sustainable community and how these elements are linked to the creation of community health, wealth and well-being. He encouraged the group to work together to explore and build on their experiences in comprehensive community planning and use these experiences to address the many challenges facing First Nations communities.

Each of the five First Nations presented their progress report on planning activities completed to date (see Section 2). Planning activities are well underway in all five communities, with various levels of completion (20% to 90%). The communities shared their experiences and challenges and described some of the next steps for planning activities.

The group spent the remainder of the day discussing the strengths and challenges of comprehensive community planning (both within First Nations communities and within INAC) and were able to develop a set of lessons learned and best practices for community planning – both for other First Nations to use and for the development of INAC's comprehensive community planning strategy (see Section 3). Day One ended with a team-building exercise and dinner for all participants.

On Day Two, the group heard about new community planning tools. Mike Stolte from the Centre for Innovative Entrepreneurial Leaders (CIEL) engaged the participants in a workout on the characteristics of functional and "dysfunctional" communities, followed by his presentation of the Community Matrix, a self-assessment tool for use by communities (see Appendix 2).

Sharon Annas, INAC gave a presentation on tools to improve communication and gave a hands-on demonstration of the web-based collaboration site sponsored by INAC (see Appendix 3). A task group was formed with representatives from each First Nation to set up and develop business rules for using the Community Planning on-line collaboration site. The task group includes Rita McKay, Andrew Joseph, James Wilson, Sam Jimmie and Bob Osborne.

The third presenter, Patrick Kelly, INAC, led an open and frank discussion on managing the speed and direction of change and how to avoid potential roadblocks to achieving community planning goals (Appendix 4). The discussion was particularly relevant to the experiences of the community planning teams and highlighted the fact that the success of the pilot projects is a shared responsibility of First Nations and INAC.

In the afternoon, all participants had the opportunity to network at a Café Style Open House. Nine planning organizations from around the province and one from Manitoba set up booths to provide information about planning resources and tools (see Appendix 5).

The workshop ended with each First Nation acknowledging the value of workshop and describing the next steps of their community planning activities. Jennifer Guscott, ARDG, INAC, thanked the participants for their honesty and input and re-enforced INAC's commitment to support the pilot projects. All offered thanks to the Okanagan Indian Band for inviting participants to their territory and for hosting the workshop, and Okanagan Elder Pauline Archachan returned to close the workshop with a prayer.

SECTION 2 - PROGRESS REPORTS

LYTTON FIRST NATION

With a population of approximately 1700, Lytton First Nation is part of the larger Nlaka'pamux Nation and is made up of 53 reserves located at the confluence of the Fraser and Thompson Rivers in southern BC.

Project Description

The Lytton comprehensive community planning pilot project is extensive and covers a range of elements including improving economic development, cultural identity, health and social services and the development of skills and internal capacities of the community members. A primary objective of the project is to make community participation integral in the planning exercise.

Approach

The project is divided into three phases: 1) data collection, 2) consultations and 3) final community plan. A primary objective of the project is to involve the entire community in the community based planning exercise.

Progress Report

Commencing work in September 2004, Lytton First Nation has completed 90% of their work plan with great success. A Planning Steering Committee was established with diverse representation of community members, including Elders and youth and representation from different geographic regions.

One key to their success has been their comprehensive communication strategy with the community through which they organized consultation meetings in different communities, conducted surveys and regularly distributed community newsletters to seek input from the members and to keep everyone abreast of developments. As a result of community involvement and feedback, the project objectives were revised to include an agricultural study to meet community needs.

Accomplishments to date include the development of a draft strategic plan, a comprehensive health survey, a community profile, an assessment of natural resources and water systems, an agricultural study, a geographic information system and digital mapping (from PPT).

Next Steps

A final review and revision of documents produced through the planning process is underway. Lytton plans to continue sharing information with community members, to review the Strategic Plans with Chief and Council and to establish specific committees for implementation. The projected completion date for the activities envisioned during phase 1 of this project is May 13, 2005. The Lytton First Nation is also drafting an Implementation Mandate for the Community Planning Steering Committee. It is expected that a contribution from INAC will allow the Lytton planning process to move into phase two plan implementation.

OKANAGAN INDIAN BAND

The Okanagan Indian Band is located on 11,000 ha between the head of Swan Lake, north of Vernon, and Duck Lake, just north of the Kelowna Airport. The band is made up of approximately 1700 people, half of whom live off-reserve, with a significant population of non-band members living in developments on-reserve.

Project Description

The comprehensive community plan will develop workable land-use strategies for each of the reserve areas with the primary objective of identifying and preserving areas with high historical, cultural, spiritual and environmental values. The Okanagan Indian Band is expecting to develop a long-range plan that will fill the needs of community members as well as control and standardize development on-reserve, in light of increased off-reserve development pressures.

Approach

Okanagan has focused on making this project a "community driven" exercise. The Community Development Division of Okanagan and planning committee holds regular meetings to gather ideas from the community, with special consideration made for Elders who may have difficulty attending and speaking in public forums. Information from these meetings will be used to build a Community Plan for the community members that Chief and Council can support, approve and implement.

Progress Report

Okanagan started the pilot project in late October 2004 and the community planning project is well underway, with approximately 30% of the work plan completed. A number of preliminary meetings were held with community members and the information received is being used for mapping and the production of a report which will be presented at future community development meetings. Five community meetings have been held to share and elicit information. Progress on the project is shared with the community through a newly designed website, flyers and the band newspaper. In addition, a GIS system is being developed for documentation and planning purposes

Okanagan has also had several meetings with the City of Vernon Planning Department and the North Okanagan Regional District. These meetings centred round a Sub-Regional Growth Strategy which contributes to the Comprehensive Plan of the Okanagan. Okanagan has had great success developing relationships with various departments within the City of Vernon and will continue to strengthen these relationships to ensure both Okanagan and the municipality work together on planning and development.

Next Steps

The Chief and Council and membership all support the Community Planning Project. The next set of meetings will focus on the larger picture, with presentation of options to the membership on zoning of the reserve and in the community, such as Commercial, Industrial, Residential, Parks and Recreational areas. The Community Development Division and its committee will also be discussing joint opportunities with other local jurisdictions and government ministries such as the City of Vernon, City of Kelowna, Regional Districts and the Ministry of Transportation.

The draft Community Plan will be developed for presentation to the Chief and Council. The project is scheduled to be complete by late September 2005.

SQUIALA FIRST NATION

Located adjacent to the City of Chilliwack in the Fraser Valley, the Squiala First Nation has a population of approximately 125 people.

Project Description

Faced with the prospect of a major traffic corridor being built through Squiala reserve land, the First Nation plans to take advantage of this opportunity to take a comprehensive look at their community to

ensure traditional values are preserved, social and cultural needs are addressed, future access to jobs and business opportunities are realized and needs and desires of future generations are respected.

Approach

A project management team, consisting of key players from Squiala First Nation, David Nairne and Associates and Sto:lo Nation will be responsible for overseeing all aspects of this project. In addition, a Squiala Community Planning Committee will be established to ensure that the members of the Squiala First Nation are actively involved and consulted throughout the planning process.

Progress Report

Although Squiala has encountered major set backs, including a change in management and a change in consultant, the magnitude of the work and its potential impacts on the community have been recognized and work on the project finally began in January 2005. A Planning Committee has been established, data collection is underway and materials are being gathered for assessing options at this time. The Planning Committee is currently conducting a market analysis to garner information about the highest and best use of the land. Council, along with a few community members, have created a Governance Policy and a Financial Policy. Squiala have recognized the value of the increased cooperation and improved relations with the City of Chilliwack and are becoming more involved in the city's planning activities. To date, roughly 20% of the work has been completed.

Next Steps

The main priority is to increase communication with the community by holding a community dinner on April 26, 2005 to launch the project. A slide show presentation will inform the community about the background of the project, present the market analysis and land use report and will also facilitate community input for the future of the project. The Governance and Financial Policy documents will also be presented to the community for their approval.

There will be many more community sessions whereby more people can take an active role in the planning process, including a community-wide referendum as part of the land designation process undertaken with INAC.

The next step will be to finalize the Community Land Use Plan based on the wishes of the community, the results of the market assessment and negotiations with the City of Chilliwack, with an estimated completion date of August 2005.

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We Wai Kai First Nation (Cape Mudge)

The We Wai Kai First Nation has reserve land on both Quadra Island and Vancouver Island with a combined population of approximately 850 people.

Project Description

The focus of We Wai Kai First Nation's pilot project is to develop a community engagement process which will be adopted into We Wai Kai Nation policy. The pilot project aims to reinstitute traditional communication methods that would enable the community, Chief and Council and administration to create a comprehensive plan that meets the needs of all parties.

Approach

Communication with and involvement of the community is a project priority and a community engagement steering committee will be established to assist with the development of the community engagement policy.

Progress Report

Due to unforeseen delays, Cape Mudge officially launched their project in February 2005. With roughly 1/3 of the proposed work completed, activities to date include: preliminary community meetings, communication with both on- and off-reserve community members through the band newsletter and the distribution of a response form to document community member ideas for the community engagement policy that will be reviewed and revised by both the pilot project planning team and the volunteer community engagement steering committee. The draft community engagement policy will then be presented to the community, Chief and Council and administration for a final review and revision. Once finalized, the community engagement policy will be recommended for formal adoption as We Wai Kai Nation policy. This policy will them be the foundation for developing a community driven comprehensive community plan for We Wai Kai Nation.

Next Steps

Next steps for the We Wai Kai Nation is to collect and analyse the response forms, conduct a household survey, hold a second community meeting, update the community profile and have the pilot project planning team work with the volunteer community engagement steering committee to create a draft community engagement policy for review by community members, Chief and Council and administration. The goal is to have a community engagement policy adopted by Chief and Council by September 2005. The planning committee will then turn their attention to drafting a comprehensive community plan, to be completed by May 2006.

YEKOOCHE FIRST NATION

The Yekooche First Nation is a remote community located 85 km northwest of Fort. St. James in north central BC and is accessible only by gravel logging road. The total population is approximately 200 members with an on-reserve residence of 145.

Project Description

The Yekooche First Nation recently concluded Agreement-in-Principle treaty negotiations with Canada and British Columbia. Yekooche dedicated much of the beginning of 2005 to informing and educating their community in regards to the content of the Agreement-in-Principle. Yekooche will continue with the treaty process and are focussed on creating a governance plan and structure which will meet the demands of Yekooche community members in their post-treaty environment. They are integrating the nine components of their community development model into a governance and administration model through a process that will rely heavily on community participation and input.

Approach

The primary goal of the project is to engage the entire community in multiple focus groups, with the mental and physical health of the community as the cornerstone of the process. The approach targets various domains within the community (i.e. Economic, Physical, Education, and Culture) to ensure the entire spectrum of community needs and interests are represented. The draft plans will be presented to the community for review, discussion and assurance that the voice they have contributed is congruent with the Final Comprehensive Community Development Plan. It is important that the Final Plan is endorsed by the community membership.

Progress Report

Work commenced in November 1, 2004. An external Project Coordinator was contracted, the Community Development Plan Steering Committee was established with Terms of References and Project Leaders were assigned for each domain within the Community Development Plan Model (i.e. Economic, Physical, Education, and Culture). Approximately 20% of the work is complete.

Next Steps

Project leaders have completed detailed work plans and are at different stages of researching previous materials and conducting focus groups in their respective domains. Several focus groups will be held, with a schedule of almost bi-weekly community meetings. Having taken a few months of the project to dedicate to the education of the community on their Agreement-in-Principle, Yekooche has resumed work and are aiming to complete the project in November 2005.

SECTION 3 - LESSONS LEARNED AND BEST PRACTICES

The following is a summary of the key themes and lessons learned for conducting comprehensive community planning identified by the participants at the workshop.

KEY THEMES

Theme 1: Community-based and Community-driven
Engage and communicate with all members of the community to encourage community ownership and to ensure all aspects of the planning process are community-based and community-driven.

Theme 2: The Planning Team and Process
Build a strong planning team and design a planning approach that is inclusive, respectful of tradition, flexible and includes contingencies for challenges and delays.

Theme 3: Financial Resources
Have access to long-term funding resources to develop and, more importantly, to implement comprehensive community plans.

Theme 4: Capacity Building, Planning Tools and Resources
Build local capacity rather than rely on external consultants. Communities require training and tools for planning approaches, research, proposal writing and technology.

Theme 5: First Nations and INAC relationship
Foster a partnership approach between First Nations and INAC in the development and implementation of CCP by building strong relationships, promoting open communication and balancing needs/priorities. The success of community planning is a shared responsibility.

Theme 6: Linkages, Networking and Sharing Best Practices
Create opportunities to network and share lessons learned and best practices with other First Nations communities, planning organisations, INAC and other government departments to strengthen community planning throughout BC Region.

Summary of Best Practices and Lessons Learned

The participants provided over 100 examples of best practices for comprehensive community planning for other First Nations to consider. The following is a complete list of all best practices identified at the workshop, according to the six key community planning themes, and is a valuable resource for First Nations interested in embarking on comprehensive community planning.

Theme 1: Community-based and Community-driven

ENGAGEMENT AND PARTICIPATION OF THE COMMUNITY

- Community participation should be the main focus of your planning approach. Community members should be involved in the development of the community plan process, in the implementation stage and in the evaluation of the success of the plan.
- Keep all aspects of the planning process community-based and community-driven.
- Create a community planning steering committee that is representative of the community and that is charged with ensuring effective community participation.
- Develop a comprehensive engagement and communication strategy to build buy-in and to ensure community ownership.
- Involve as many people as possible, in various roles, in all stages of the planning process.
- Find a way to involve all members of the community including: youth, Elders, on- and off-reserve, disabled, different geographical areas, etc.
- Create a safe, open environment for participants at meetings to encourage participation and input.
- Respect and integrate traditional approaches and structures into the planning process.
- Create an Elders Advisory Board to ensure traditional input.
- Recognize value of leaders and their input into the process.
- Volunteers are important and should be valued. Develop a volunteer base of young and old to ensure community ownership.
- Find ways to work against community apathy, and lack of confidence and lack of interest in planning.
- Use a variety of methods to gather information – be creative! (e.g. focus groups, surveys, information collection via family groups, Elder's advisory group, youth mind-mapping, door-to-door).
- Have Community Planning Champion(s) in your community.

"Once people show up and understand the process, there is a lot of enthusiasm for community change and improvement."

COMMUNICATION WITH THE COMMUNITY

- Recognize the need to share information with the community on a regular basis (to educate community on the process, to keep members abreast of developments and success stories, etc.)
- Expect to bring people together a few times in order to understand, clarify ideas, to explain why community planning is important and why they should participate in the comprehensive community planning process. Informed members will be engaged in the process and be enthusiastic.
- Ensure a diverse, representative crowd of participants at meetings and accommodate specific groups if they are under represented (e.g. Elders, youth, women, off-reserve members).
- Add strength to the community planning process by including community traditions and native language in community meetings.
- Look at alternative ways to invite people to meetings (e.g. door to door, phone, invites via family groupings).
- To get greater attendance, hold multi-purpose gatherings (e.g. sports, dinners) where community planning is on the agenda. Food and fun are great ways to draw people to meetings and bring communities together! Develop incentives and 'hooks' that allow members to quickly relate to the process and become engaged.
- Schedule meetings that are geographically convenient, work around community availability and follow the schedule.
- Select communication tools that are community friendly, readable, interesting and reflect tradition. Find ways to distil complex information and communicate from leadership to planning team to community. Prepare easy to read background information/progress reports/newsletters/pamphlets to explain community planning process, and be ready to share at meetings and opportunities.
- Use a variety of tools and techniques to communicate with all members of the community, especially Elders and youth, such as newsletters, posters, community meetings, website and word of mouth.
- Increase use of technology and the Internet to improve communications with external partners.
- Do small pieces of the community plan to show success and build momentum – celebration of even small achievements will strengthen participation in community planning.
- Reinforce positive messaging and achievement of planning 'milestones' to ensure success of community plans and pilot projects.

Theme 2: The Planning Team and Process

- Create a broad-based comprehensive community planning steering committee/team representing various members of community (not just leaders – but don't exclude leaders).
- Get planning team quickly up to speed. Each member of the team should have defined roles and responsibilities, be knowledgeable about funding and reporting requirements of agency funding plan (e.g. INAC) and should block off time to attend regular project management meetings.

- Allocate enough time to conduct project pre-planning.
- Set realistic goals before the project begins and realistic project timeframes.
- Increase the planning/project timeline in order to be flexible and adapt to unforeseen delays.
- Start with the completion date of the project and work backwards to create a work plan and schedule.

"What happens when we can't meet expectations raised in community plans?"

- Develop a work plan to monitor project progress and achievement of goals. The work plan should include short- and long-term objectives, established time frames, key milestones and markers of success and tools to evaluate the impacts and results on a regular basis.
- Focus on building and using local capacity, not consultants.
- Ensure planning process reflects community vision and traditional approaches.
- Know when communities are ready to undertake planning (e.g. community matrix self-assessment tool).
- Ensure you have support of the leadership for the process (political will).
- Ensure planning process will deliver a truly comprehensive community plan, including social, environmental, cultural and economic aspects.
- Plan should consider resources needed, especially for implementation stage.
- Expect delays and create contingency plans to respond to challenges (e.g. change of consulting company, conflicts with other community activities, seasonal activities, holidays, changing objectives, changes in leadership and changes in planning committee).
- Keep positive in the face of challenges.
- Look for creative, non-standard ways of planning and implementation.
- Develop and use dispute resolution mechanism for planning activities.
- Find a passionate, committed Community Planning Champion to support the success of the planning project (can be anyone from the community).

Theme 3: Financial Resources

- Secure long-term, dedicated financial support from INAC for developing, implementing and evaluating comprehensive community plans.
- Find out in advance what funding will be available from INAC to support comprehensive community planning.
- Link the planning exercises to future INAC program funding allocations so as to assist in the implementation of community plans.
- Identify how to resource the implementation of the plan using INAC and/or other funding. This research should be done well in advance of the implementation stage and be integrated within the community plan. Need to have funds secured and ready for the implementation stage in order to keep project going.
- INAC should prioritize implementation funding for First Nations that have a community plan, e.g. MOU or Letter of Agreement.

- Post and maintain current INAC funding program information and terms of reference on-line.
- Centralize/integrate INAC and other government department planning-related programs so there is 'one-stop shopping' for First Nations applying for planning dollars. To alleviate the difficulties in searching for government funding programs, an updated guide to funding programs, both regionally and nationally (e.g. Canadian Catalogue of Aboriginal Programs), should be made available to all communities on-line.
- Research existing funding sources, such as: INAC, Health Canada, Industry Canada, Heritage Canada, ARHDA, FNESC (Youth and Career), FNESS (Education), Natural Resources Canada, Environment Canada, Treaty Related Measures (TRM), province funds, joint ventures, private sector partnerships, economic development ventures and band resources.
- Recognize that Tribal Councils are an underutilized planning resource that should be explored.
- Partner with neighbouring First Nations to submit joint proposals for services and maximize access to resources.
- Consider future funding of planning through taxation collections (e.g. municipality approach – land base codes/taxation revenues to support on-going planning)
- Ensure the Chief and Council and the community values the process by allocating dollars for community planning process.

"A plan that works is the only type of plan to have."

Theme 4: Capacity Building, Planning Tools and Resources

CAPACITY BUILDING

- Create community plans using local community expertise as much as possible.
- Find ways to build and strengthen local capacity to successfully undertake a comprehensive community planning exercise.
- Allow time for First Nations planning team and community members to understand and accept the magnitude of comprehensive community planning projects – a big, comprehensive, long-term look at multiple issues.
- Provide training and tools for First Nations in the following areas: CCP processes and approaches, facilitation and engagement, proposal writing (funding), planning, research and information management, technology (Internet, GIS), communications and networking.

PLANNING TOOLS

- Develop a desktop manual or Comprehensive Community Planning Toolkit. Include a comprehensive community planning project checklist.
- Create and ensure First Nations have access to a Comprehensive Community Planning website – a clearing house of information that would save time, reduce costs and reduce reliance on consultants. Website could include: planning process, models, experiences, by-laws, codes, financial policies, funding programs, websites of other First Nations involved in community planning.
- Make available a "who's who" of planning consultants with verification of credentials and experience working with First Nations communities. [Note: Canadian Institute of Planners website has this type of database].
- Develop planning tool templates such as Terms of Reference for Comprehensive Community Planning Steering Committees, Strategic Plans and other documents.
- INAC website should include a section dedicated to CCP with current, accurate information, planning tools and resources, links to INAC planning-related programs and links to other funding sources and planning experts.
- Have a user-friendly website with all INAC program and reporting requirements to serve as a reference site for policies such as governance, financial, administration, land, election, by-laws, etc.
- Use INAC Project Leaders as contact point and community planning resource.
- Share names of the INAC Project Team supporting community planning, as well as INAC organizational information with First Nations so they know who to contact for advice and information.

"It's better to build capacity in the local communities than rely on external consultants."

RESOURCES, DATA COLLECTION AND MAPPING

- Be prepared to research and collect a broad set of information as part of the comprehensive community planning process such as: human/physical assets, demographics, community needs, maps, statistics, population and population trends, historical data, land base, land use plans, existing by-laws, existing plans and studies, (e.g. PDP's), economic development studies, physical infrastructure, property ownership (CP holders).
- Sort and arrange all First Nations information held by government agencies into a database, an "Aboriginal IT clearing house" accessible by all First Nations. In particular, need greater access to government information and maps (including digital maps) such as INAC, NR Canada, municipalities, regulations, acts, by-laws, regional districts or municipal plans and other First Nation community plans.
- INAC should provide an information guide on how to acquire INAC resources and information related to First Nations community planning, e.g. existing agreements, land codes, maps, FNLMI, environmental assessments.

- Ensure access and training and use Geographic Information Systems (GIS) in community planning activities.
- Secure access to reliable IT infrastructure to support information collection and storage of information.
- Create information management systems to store information, maintain corporate records and transfer knowledge in First Nations communities.

Theme 5: First Nations and INAC Relationship

PARTNERS IN COMPREHENSIVE COMMUNITY PLANNING

- Share the responsibility and commitment for making the pilot project successful. An equal partnership is the preferred relationship, where First Nations and INAC have common goals to make CCP succeed, and demonstrate this partnership approach through shared input.
- Demonstrate INAC commitment to success of pilot projects through long-term support and resources (e.g. funding, corporate, provision of tools and resources)
- Foster good communication and relationship building to keep working relationship strong.
- Encourage team building exercises, as getting to know each other personally is important.
- Have a dedicated liaison person for CCP at INAC for First Nations.
- Adopt key principles of transparency, openness, learning and willingness to share information between First Nations and INAC. Expand the principles of this relationship to include other First Nations communities, groups and governments who could broaden and expand the impact of community planning.
- Respect diversity of BC First Nations and their approaches/issues – one size does not fit all.
- Involve First Nations in CCP program development and demonstrate how First Nations contributions feed into decisions at the regional and national level.
- Ensure a mutual understanding of all aspects of CCP and communicate any program changes to First Nations.
- INAC and First Nations must communicate the value of comprehensive community planning to a wider audience in order to allocate long-term planning dollars.
- Use INAC to bring CCP issues to the attention of inter-departmental committees and regional working groups.
- Use INAC as a facilitator to introduce First Nations to other government departments – possibly creating an inter-governmental working group with key departments related to CCP, such as Health Canada, NR Canada, CMHC, Environment Canada, etc.
- Provide First Nations with more information on the national strategy development.
- Do not let planning in BC Region get marginalized by HQ expectations or approaches.
- Ensure the national approach to comprehensive community planning has a funding commitment. No commitment will only increase the level of apathy already seen in First Nations.
- Replace approach whereby national strategies are envisioned and funded by INAC – use community planning processes instead. Social changes will be achieved more rapidly and

economically if communities are entrusted to identify their development paths and assisted to accomplish identified goals.

COMPREHENSIVE COMMUNITY PLANNING (CCP) PROJECT ADMINISTRATION

"INAC work plans should reflect First Nations calendars in terms of project management."

- Make the administration of CCP simple, transparent, flexible, accommodating (multi-year timelines) and respectful of community priorities and community expectations.
- Simplify and streamline the release of funds to prevent delays in planning activities.
- Ensure First Nations are aware of reporting requirements and deadlines (e.g. website with dates and user-friendly forms available on-line, advance reminders of when any CCP reports are required/due).
- Include space for additional comments on any reporting forms or templates.
- Clarify, manage and set realistic expectations for pilot projects and, particularly, for the implementation of comprehensive community plans.
- Ensure INAC website is current and up-to-date, with accurate information, tools and resources related to comprehensive community planning.
- Limit the use of abbreviations.
- Ensure a flexible, balanced approach to meet the needs of a community-driven project and INAC's reporting requirements and time frames.
- Support diversity in different First Nations approaches, local issues, timelines and outcomes.
- Value both the planning process (community engagement) and the product (the community plan).
- Recognize that community planning does not have a set time frame (may be greater than 12 months) and that planning activities may not coincide with INAC's fiscal year.
- Recognize that pilot projects may need more time to get organized and completed, due to the fact that comprehensive community planning is a relatively new approach for First Nations and INAC.
- Accept that the community planning process will be community-based and community-paced and the project administration must be flexible enough to accommodate delays and changes in direction.
- Hold regular workshops/meetings with First Nations communities and INAC. [Note: debate on how often is necessary – suggestions of every four months, six months, 12 months, at key milestones in the planning process, as often as necessary and as little as possible].
- Jointly develop workshop topics and agenda
- Increase time for community presentations and Q&A period and create more opportunities for discussion, both in groups and between First Nations.
- Explore possibility of regular on-line meetings between First Nations and INAC using collaboration web site.
- Include the following topics/presentations in future workshops: presentation of a completed comprehensive community plan by a First Nation; research of other approaches to community planning (e.g. medicine wheel); role-playing for community planning techniques;

information on municipal service agreements, taxation and fees-for-service; session on how CCP relates to governance; and session on how CCP will be used by First Nations and INAC.

- Invite planning staff (front line people) from First Nations to attend future workshops. May also want to invite Chief and Council to attend periodically.
- Include team-building exercises at workshops, as they are a valuable way for First Nations and INAC to get to know each other and build trust.
- Send draft workshop reports to the communities for review before they are distributed to participants or submitted to regional and federal levels.
- Complete and distribute reference materials and workshop proceedings as soon as possible, in order to be useful for communities.

Theme 6: Linkages, Networking and Sharing Best Practices

- Have a good understanding of First Nation jurisdiction and relationship with band members (e.g. property ownerships, CP lands, individual and collective responsibilities, etc).
- Have knowledge about external influences that could impact comprehensive community planning. Identify existing MOU's, protocol agreements, co-management arrangements, potential technical partnerships, regulations and relationships between First Nations and other jurisdictions.
- Look for opportunities or external influences that are 'catalysts' to get a community involved in comprehensive community planning. For example, treaty (Yekooche) and economic development/road partnership with municipality (Squiala).
- Establish relationships with other jurisdictions (regional, district, municipal, provincial, federal) and involve in comprehensive community planning.
- Meet and/or talk regularly with other pilot project First Nations communities to share best practices, identify resources, discuss common challenges and suggest solutions.
- Create a network for First Nations involved in comprehensive community planning to share best practices and to solidify and strengthen the comprehensive community planning program throughout BC.
- Hold community planning networking and learning sessions with INAC program staff, planning resources and academics – need time to meet face-to-face and talk to reap benefits.
- Create a provincial forum/network to share planning documents, best practices and lessons learned with other First Nations, as well as municipal, provincial, federal governments and private sector.
- Make comprehensive community planning information available for First Nations at a variety of venues, national conferences and on other INAC databases, websites (e.g. Tele-health and School Net databases).
- Follow up with contacts made at planning workshops/forums.

SECTION 4 – NEXT STEPS

Planning work will continue until roughly November 2005, according to the work plans of the five First Nations involved in the BC Region Comprehensive Community Planning pilot project. An important next step will be to identify resources to implement their comprehensive community plan. At the end of the pilot projects, First Nations and INAC will come together again for a final evaluation workshop and review the BC Region approach to supporting the development of comprehensive community plans.

INAC is committed to providing on-going support for the Comprehensive Community Planning pilot project by providing planning tools and resources and access to on-line collaboration technology. INAC is also committed to supporting more workshops and networking sessions, to developing linkages with planning organizations and resources beyond INAC and supporting opportunities where the First Nations involved in the pilot community planning project can share lessons learned and best practices with other First Nations, government agencies and planning organizations.

This report will be distributed to all workshop participants and members of the INAC BC Region Comprehensive Community Planning Working Group. The Working Group will meet in June 2005 and use the preliminary lessons learned to develop options for the BC Region approach to Comprehensive Community Planning for 2005-06 and beyond and also to contribute to the development of the national Comprehensive Community Planning strategy.

SECTION 5 – CONCLUSION

The five First Nations that are participating in the pilot project are developing comprehensive community plans for the long term benefit of their communities.

Overall, the five First Nations indicated that their participation in the pilot projects has been a beneficial experience. The development of comprehensive community plans will build capacity in the communities and build community-based development plans that address their priorities. The next steps will be to resource and implement these comprehensive community plans through partnerships with government and non-governmental resources.

BC Region is moving forward to formalize their support for comprehensive community planning by developing a regional approach for 2005-06 and beyond. The lessons learned from the pilot project will contribute to the development of INAC regional and national Comprehensive Community Planning strategies. The approach will be developed jointly with First Nations and build on the experiences of the First Nations in the pilot project. The challenge for both First Nations and INAC is how to develop a planning approach that is *community-based, community-driven* and *community-paced*.

This report is a mid-year progress review of the experiences of the First Nations Comprehensive Community Planning pilot projects and a summary of the Lessons Learned and Networking Workshop. We hope you enjoy the findings and find the report a useful resource guide for participants as well as other First Nations who are interested in comprehensive community planning.

APPENDIX 1

COMPREHENSIVE COMMUNITY PLANNING LESSONS LEARNED & NETWORKING WORKSHOP AGENDA, APRIL 7-8, 2005 VERNON, BC

WORKSHOP OBJECTIVES

- ***To evaluate progress to date on the community planning pilot projects and jointly develop recommendations for community planning***
- ***To set up a Comprehensive Community Planning Collaboration web site***
- ***To foster networking and sharing of best practices between communities and planning resources***

DAY ONE – APRIL 7, 2005

Registration & refreshments	8:00
Opening Invocation (Elder from Okanagan)	8:30

Welcome and Opening Remarks
- Chief Fabian Alexis, Okanagan
- Jennifer Guscott, Associate Regional Director General, BC Region

Introduction to CCP and Lessons Learned/Networking Workshop CCP
(Patrick Kelly, Director Strategic Planning and Communications, INAC)
- Why we are here today & what we want to achieve

Introduction to Agenda (Chief Nathan Matthew, Facilitator)	9:15
Participant Introductions	9:30
Health Break	10:00

EVALUATION OF LESSONS LEARNED

Progress Reports: Presentations by each community (10 min each)	10:15
Breakout 1: Identifying strengths and challenges of community planning to date: within communities and within INAC	11:00

Breakout 2: Building lessons learned and recommendations	
Lunch	12:00
Breakout 2: Building lessons learned and recommendations (cont'd)	1:00
Health Break	2:00
Breakout 2: Building lessons learned and recommendations (cont'd)	2:15
Team-building exercise at Spallumcheen Golf and Country Club	3:00
Barbecue at Spallumcheen Golf and Country Club	7:00

DAY TWO – APRIL 8, 2005

Refreshments	8:00
Recap of Day 1 and introduction of Day 2 Agenda (Cindy Hubbard, Facilitator)	8:30
Presentation 1: Communities Matrix, Mike Stolte, CIEL	8:45
Health Break	10:15
Presentation 2: Community Planning Collaboration web site & demonstration Sharon Annas, INAC	10:30
Lunch	12:00
Café Style Open House – Meet and Greet with planning resources and organisations	1:00
Health Break	2:15
Breakout 3: Group discussion - key success indicators for community planning	2:30
Closing remarks and closing prayer	3:00
Workshop End	3:30

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APPENDIX 2

COMMUNITIES MATRIX PRESENTATION, MIKE STOLTE, CENTRE FOR INNOVATIVE & ENTREPRENUERIAL LEADERSHIP (CIEL)

The Communities Matrix

Assessing Communities

A Simple First Step

Mike Stolte

Agenda

- The CIEL Team/CIEL
- What is the Matrix?
- How it developed/How it's being used
- Who's using it?
- The Matrix Project Outline - Possibilities
- Discussion

The CIEL Team

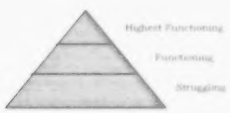
- Mike Stolte
- Currently 8 people – 5 in the Kootenays, 3 outside
- Developed:
  - Business Vitality Index **(BVI)**
  - Communities Matrix **(Matrix)**
- Currently working on:
  - Community Vitality Index **(CVI)**

CIEL

- Incubated within CFDC of Central Kootenay to provide CED services
- Mandate has expanded beyond Kootenays with development & implementation of practical tools around:
  - Community, Entrepreneurship, Learning, Innovation, Leadership, CED
- Currently involved in:
  - Tool development & implementation
  - Research & development
  - Training
  - Consulting Services

What is the Matrix?

- Easy-to-use grid that allows a community to determine what stage of development it's at
- Recognizes all communities aren't at the same stage – try to pick tool/resources appropriate for stage
- Based on fieldwork in the Kootenays & community development/CED literature review



- Communities can quickly ballpark where they are
- Crucial starting point as communities that fail in planning can go backwards
- Akin to "Maslow's Hierarchy of Needs" for Communities
- Presents a common language, a path for moving up & a way to show progression

- Can be used for other types of communities
  - Geographic
  - Communities of interest
  - Communities within communities
- Simple language allows everyone to understand
- Assists in building healthy, vital communities

The Development

- Developed as a reference for us
- Started sharing it with CED practitioners
- First version posted to web-site in May 2003

Who's Using it

- Federal Departments (HRSD, WED, CRP, INAC), 2 Provincial Ministries
- CCEDNET (as part of Bridging the Divides project), CEDTAP
- Some communities
- Ford Family Foundation, Rural Leadership Institute, Gov'ts. Of Ontario, Newfoundland, Federation of Canadian Municipalities (FCM)
- Several Theses

The Matrix Research Proposal – Next Steps

- Refinement
- On-line database
- On-line assessment mechanism
- Testing in Communities
- Inventory & Classification of Tools for each level
- Additional resources for communities

Discussion

- Questions
- Feedback

For more information

Mike Stolte

www.theciel.com

SUMMARY OF SMALL GROUP PROCEEDINGS: FUNCTIONAL COMMUNITIES

Breakout facilitated by Mike Stolte, Centre for Innovative & Entrepreneurial Leadership (CIEL)

	Highly Functional Community	Functional Community	Not Functioning Well (Dysfunctional) Community
Characteristics	• few cars, everything accessible • clear communication between leadership & community • strong decisive leadership • regular community meetings • everyone like chief & council • easy access to health & social services • high employment rate • safe community • highly educated community • adequate housing • long and short term plans • special school with high standards of educators • strong language & cultural programs • financially self-sufficient • no need for Dept. of Indian Affairs or other government • recreational facilities • title & rights • low addiction rates • adequate emergency services • self sufficiency food-wise (i.e. gardens) • hobbies – gardening • good governance • strong mentoring program for other communities • good comprehensive community based plans • take holidays at will • low disease rate • top notch infrastructure	• internal communications – could be improved • lack of broadband connectivity • health services – adequate, not great • education • housing – some renos needed • lack of integrated services • non-diverse economy • healthy turnover in leadership • stable Community Futures history • process for making changes • minimal in-and-out migration (balanced) • recreation facilities • lack of communications – internal, council/membership • not all groups involved in decision making • lack of membership participation • balanced lifestyles • live by norms, not by rules • bring in outsiders vs. build internal capacity	• poor communication, indirect communication (rumours) • division – infighting • turn-over in leadership & administration – lack of visioning • nepotism • lack of a community plan • social ills – suicide rate, unbalanced diets-illness, FAS • corrupt government • social apathy • poor physical infrastructure – unhealthy homes • poor financial health • lack of policy & procedure • poor self image • power controlled by few – competing power cliques "Hatfield's & McCoy's" • all responsibilities fall on a few • low participation • barriers to communications • leaders not respected • community not respected • lots of anger in the community – no means of a conflict resolution mechanism • negative criticism • theft of assets • lack of education • lack of economic development • lack of language and culture • poor INAC-First Nations relations

	Highly Functional Community	Functional Community	Not Functioning Well (Dysfunctional) Community

Tools, Resources and Interventions	• forcible bylaws & policies
	• strong business development program
	• good staff proper training
	• history project (i.e. Cultural Centre – remind us where we came from
	• capacity building & team building for staff & leadership
	• high tech communication systems
	• strong working relationship with other jurisdictions
	• totally accountable to community members
	• elders are a valued resource
	• adequate funding sources
	• dispute resolution
	• good credit rating
		• communications strategy
		• vision
		• tech as integration tool
		• team-building
		• own source revenue
		• strong policies
		• capacity building/development
		• continuity of leadership
		• knowledge of traditional/cultural values/history
		• youth and elders involved
		• good community plan
		• community assessment
		• demographic study
		• strategic planning
		• emphasis on learning/education
			• constitution
			• policy & procedure & bylaws
			  ◦ election
			  ◦ financial
			• governance accountability
			• community driven planning – vision
			• direct communication opportunities
			• annual budgeting exercise (transparent exercise)
			• commitment & dedication
			• opportunities for fun/laughter
			• identifying community gifts & strengths
			• hire professional help (using existing resources)
			• healthy salaries/benefits for leadership
			• leveraging resources
			• additional mgmt/admin training
			• accountability
			• cresting a sense of urgency/crisis can lead to move to change
			• regular audits (transparency)
			• need for cultural programs – youth councillors
			• access programs to improve social ills
			• housing program
			• individual financial planning – planning for the future

APPENDIX 3

COMPREHENSIVE COMMUNITY PLANNING ON-LINE COLLABORATION SITE PRESENTATION, SHARON ANNAS, INAC BC REGION

VIRTUAL INTERACTION WITH CLIENT GROUPS

Presented to the
Comprehensive Community Planning Workshop

April 2005

PRESENTER

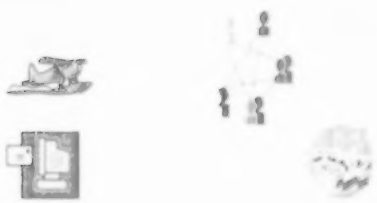
Sharon Annas
Head, Information and Technical Support
Indian and Northern Affairs Canada
BC Region – Federal Treaty Negotiation Office

WHAT IS ON-LINE COLLABORATION?

COLLABORATIVE ACTIVITIES

- Sharing documents, memos, policies, plans, templates, prototypes
- Organizing and coordinating people and information, scheduling, and collecting feedback
- Planning, co-authoring documents and brainstorming in team environments

BENEFITS OF ON-LINE COLLABORATION



LESSONS LEARNED

- Administrators should be members of the forum to keep the forum current
- Don't need technical people to moderate
- Group should already be meeting as a team before working virtually
- Need business rules, and buy-in of members to determine access levels and organization
- Document management integration

CURRENT ACTIVITIES

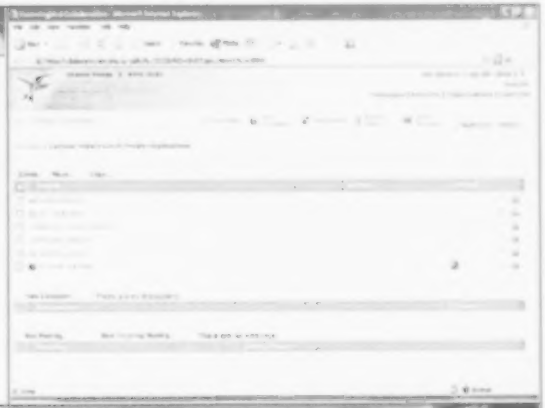
- Dialogue Fish Forum
  - transfer site to new collaboration software in the coming months

CURRENT ACTIVITIES

- Joint Planning and Policy Development Forum
  - finalize development and structure of project

CURRENT ACTIVITIES

- Dialogue Fish Forum
- Joint Planning and Policy Development Forum
- BC negotiating teams (tripartite)
  - Canoo Tribal Council
  - Esketemc First Nation
  - Nazko First Nation
  - Ktunaxa Kinbasket Trealy Council



THE CHANGES: MANAGED PARTICIPATIO

- Pre-defined teams for online interaction
- Access controls for specific projects, discussions, documents, meetings, etc.
- Assigned accounts to communities of practices and working teams
- Administrators to configure and maintain set up

THE SUPPORT

- Business Rules
  - Collaboration
  - CIDM
  - Email
- Training
  - Web-based tutorial
  - On-site coaching
  - Information Management Community of Expertise

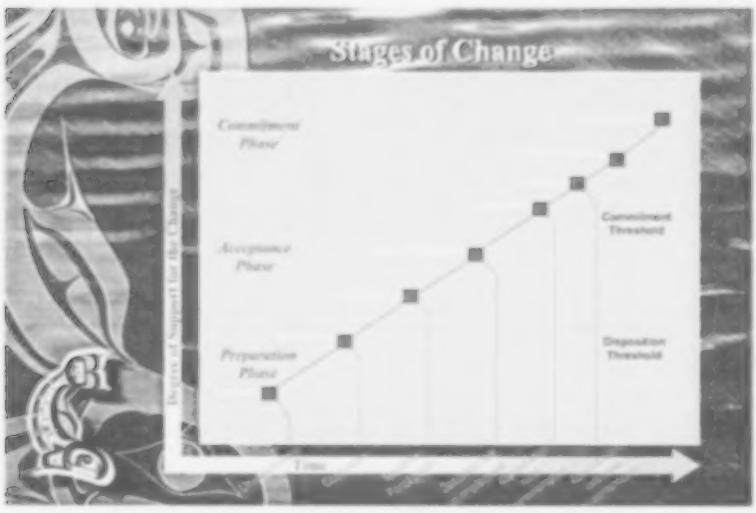
SECURITY AND PRIVACY

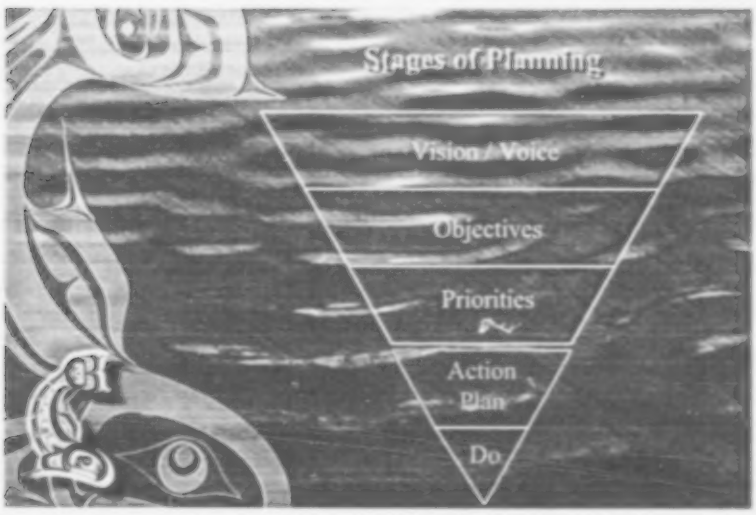
- Completed full Threat and Risk Assessment
- Extensive set of access controls
- Encryption of information
- Secure 'Rooms' for controlled release of sensitive information
- Business rules define and managed

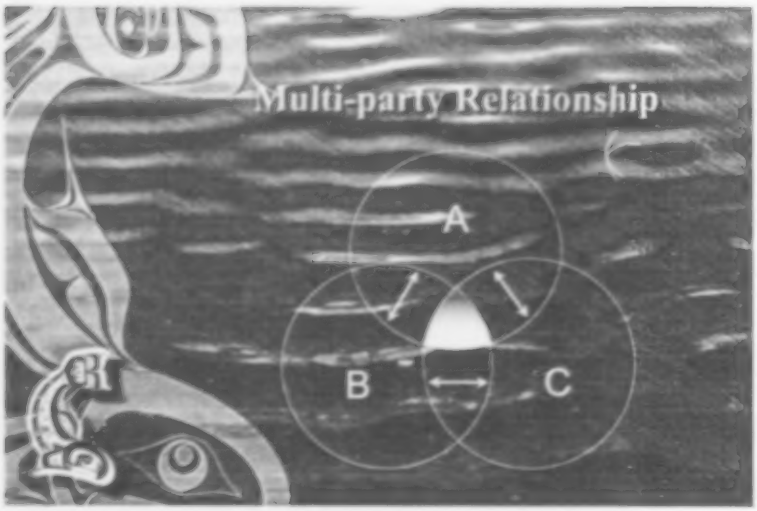
- No personal information permitted without a Privacy Impact Assessment
- Acceptable Use Policy enforced by Administrators
- All information is located on an INAC server

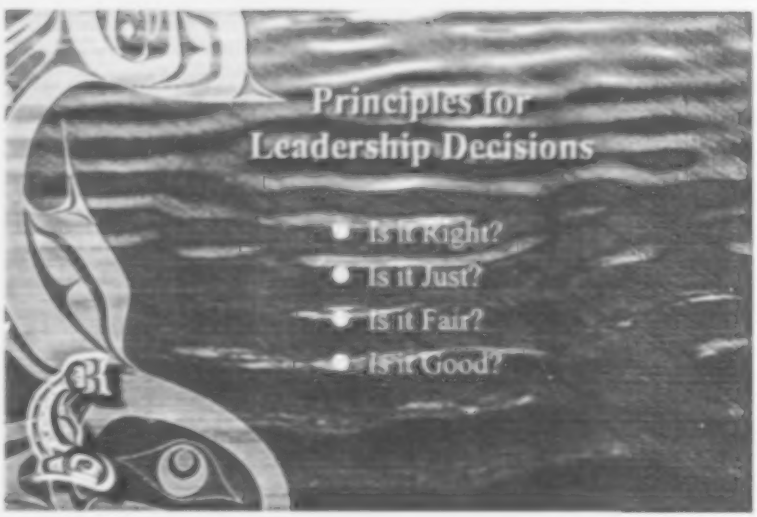
APPENDIX 4

MANAGING CHANGE PRESENTATION, PATRICK KELLY, INAC BC REGION



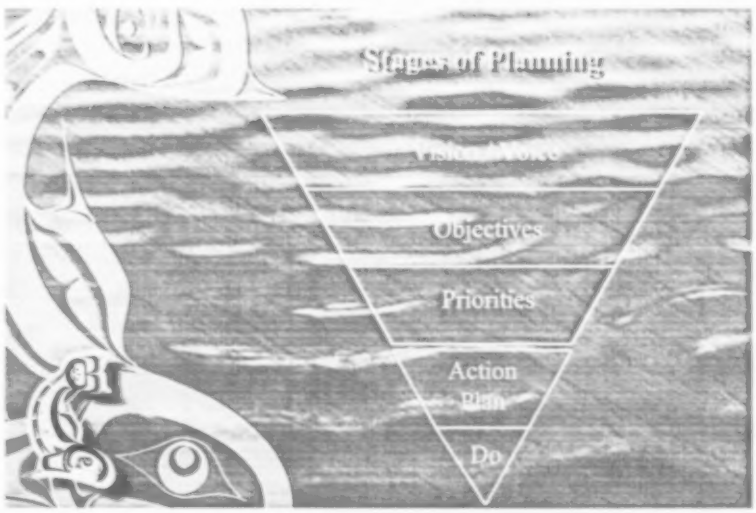


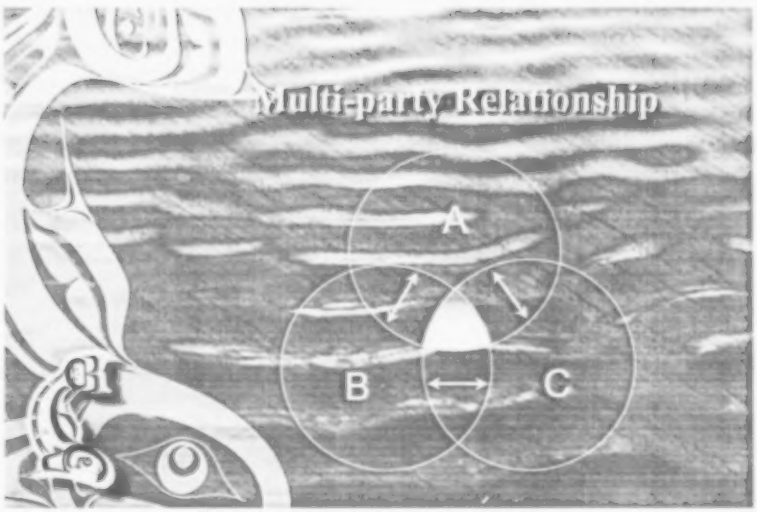

Multi-party Relationship
A
B
C

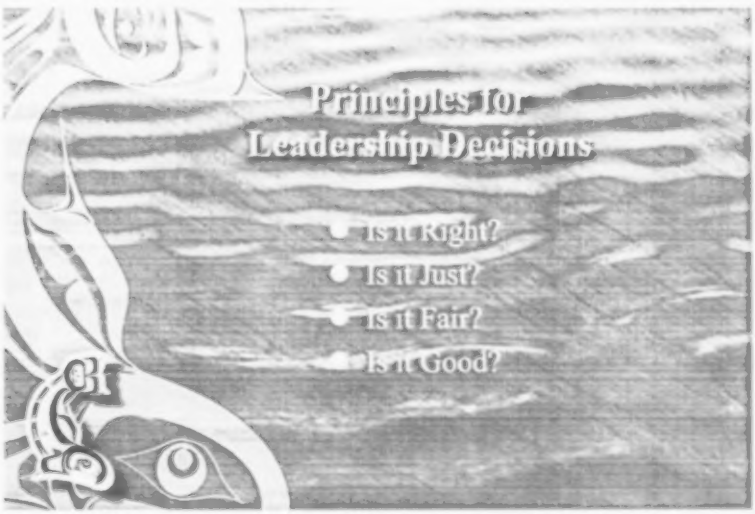

Principles for
Leadership Decisions
Is it Right?
Is it Just?
Is it Fair?
Is it Good?

APPENDIX 4

MANAGING CHANGE PRESENTATION, PATRICK KELLY, INAC BC REGION




Multi-party Relationship
A
B
C


Principles for
Leadership Decisions
Is it Right?
Is it Just?
Is it Fair?
Is it Good?

APPENDIX 5

COMPREHENSIVE COMMUNITY PLANNING RESOURCE GUIDE

CAFÉ STYLE PARTICIPANTS

First Nation Alliance 4 Land Management (FNA4LM)
406 – 345 Yellowhead Highway,
Kamloops, BC V2H 1H1
Tel: (250) 828-9732
Fax: (250) 314-1539
Sarah@FNA4LM.ca
www.fna4lm.ca

First Nations Alliance 4 Land Management (FNA4LM) provides professional development services through training workshops and by offering collective skills, knowledge and experience through various networking channels. FNA4LM is committed to developing and maintaining on-going communication links between First Nations Lands Managers in British Columbia.

Community Assistance Program
Smartgrowth BC
201 – 402 West Pender Street,
Vancouver, BC V6B 1T6
Tel: (604) 915-5234
Fax: (604) 915-5236
info@smartgrowth.bc.ca
www.smartgrowth.bc.ca

Smart Growth BC offers a website, a toolkit, presentations and community workshops to promote the development of compact and efficient human settlements that protect green space, reduce infrastructure costs and create more liveable communities. Our resources can assist groups at any stage of their planning process, and are applicable to various scales of development. From regional visioning to site design, we work with communities to consider how the principles of smart growth can inform better land use decisions.

Union of BC Municipalities (UBCM)
Suite 60-10551 Shellbridge Way,
Richmond, BC V6X 2W9
Tel: (604) 270-8226
Fax: (604) 270-9116
jubcm@civicnet.bc.ca
www.civicnet.bc.ca

The Union of BC Municipalities (UBCM) brings together local governments across BC who share a need for effective and accountable government. UBCM represents local government concerns to other orders of government and provides a vast array of member services including: professional development opportunities including training for newly elected officials, legal assistance, research/surveys, information hot-line and a vast array of publications and communications bulletins. There are a series of publications specifically on building relationships between First Nations and municipalities.

Centre for Indigenous Environmental Resources (CIER) Manitoba
245 McDermot Avenue, 3rd floor,
Winnipeg, MB R3B 0S6
Tel: (204) 956-0660 ext. 232
Fax: (204) 956-1895
earth@cier.ca
www.cier.ca

CIER is a First Nation-directed, environmental non-profit charitable organization. CIER was created in 1994 by a small group of First Nation leaders who felt it was critical for First Nations and other Aboriginal peoples to have access to a technical environmental organization. CIER offers education, training and professional development, research and advisory services in four interrelated topic areas: forests, climate change, water and sustainability. Comprehensive community planning is part of our work that relates to sustainability. CIER has a planner and a landscape designer on staff as well as facilitators, scientists and researchers. CIER takes a partnership approach to community planning and has also offered introductory workshops on comprehensive community planning and getting started.

Statistics Canada
Western Region and Northern Territories
Library Square, #600-300 West Georgia Street,
Vancouver, BC V6B 6C7
Tel: (604) 666-4996
Fax: (604) 666-6996
mary.mcneill@statcan.ca
www.statcan.ca

Statistics Canada's Aboriginal Communications Program's goal is to increase awareness of and access to Statistics Canada's data, products and services, which include Aboriginal community profiles, social and economic data, free Aboriginal statistical training workshops as well as various other professional workshops and training opportunities. Data is essential for informed decision-making throughout the community-planning process.

Centre for Innovative and Entrepreneurial Leadership (CIEL)
201 – 514 Vernon Street,
Nelson, BC V1L 4E7
Tel: (250) 352-1933
mstolte@futures.bc.ca
www.theCIEL.com

With the organizational goal of building more innovative and entrepreneurial individuals, organizations and communities, CIEL can provide resources, tools, networking opportunities and professional training to communities. One tool presented at the Vernon Workshop was the Communities Matrix which outlines characteristics of communities at varying levels of functionality with suggested principles needed to progress to a higher functioning community.

Canadian Executive Service Organization (CESO)
212 – 1999 Marine Drive,
North Vancouver, BC V7P 3J3
Tel: (604) 986-4566 or
1-800-986-4566
Fax: (604) 984-3584
british.comumbia@ceso-seco.com
www.ceso-saco.com

As a not-for-profit organization, CESO maintains a roster of volunteers who can act as short-term advisors and specialists in a number of fields. Since 1969, 20,000 assignments have been completed at the request of aboriginal businesses and communities. A new program, CESO at Home focuses on projects that are community initiated, driven and owned.

First Nations Technology Council
c/o First Nations Summit
Suite – 100 Park Royal South,
West Vancouver, BC V7T 1A2
Tel: 1-866-990-9939
Fax: (604) 926-9923
info@fntc.info
www.fntc.info

The FNTC is working to assist BC First Nations access high speed Internet by: advocating connectivity through awareness building and working with government and industry on a First Nations Technology Plan; fostering technical capacity building; encouraging the development of technical support and; promoting technology as a tool for revitalizing culture and language.

Planning Institute of BC (PIBC)
200-286 St. Paul Street,
Kamloops, BC V2C 6G4
Tel: (250) 374-8311
Fax: (250) 374-5334
info@pibc.bc.ca
www.pibc.bc.ca

The Planning Institute of British Columbia is the professional association of planners in British Columbia and the Yukon, is affiliated nationally with the Canadian Institute of Planners and is dedicated to advancing the study and practice of community and regional planning. Membership in the Institute is denoted by the designation MCIP or MPIBC and indicates that a planner is a registered professional, having met the Institute's criteria and requirements for education, work experience, ongoing professional development and is bound by the Institute's Code of Professional Conduct. The Institute can assist communities in receiving the services of a registered professional by: providing references to verify any members' membership status; making available our list of member consultants; assisting with the hiring of planning professionals through our job opportunities advertising service; and assisting with ongoing knowledge and education through our annual conferences, events and activities.

Notes